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NEWS

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May/June 2002

Building Global Partnerships for Good Governance



**From the National Capital
Training Center**

**Dick Morton
Director**

Dear Colleague:

In his Management Reform Agenda, President Bush has challenged heads of federal departments and agencies to “address the most apparent deficiencies where the opportunity to improve performance is the greatest.” To assess the five government-wide initiatives in the President’s reform agenda, Mitchell E. Daniels, Jr., director of the Office of Management and Budget (OMB), developed the Executive Branch Management Scorecard.

The Graduate School, USDA can assist your agency in “getting to green” on the Executive Branch Management Scorecard by:

- Preparing assessments of skill gaps between current proficiency and desired proficiency in your organization
- Conducting organizational assessments to determine opportunities for restructuring to better accomplish mission and goals
- Conducting organizational interventions to help achieve the goals
- Developing customized courses to assist in closing any skill gaps
- Delivering the training components of succession planning programs
- Offering courses in each of the areas specified on the scorecard

By providing high-quality training and training-related services, the Graduate School has played a role in helping federal departments and agencies accomplish their mission goals. During our 81-year history, we have trained more than 2 million students. As the director of the National Capital Training Center, I am committed to continuing this tradition of quality and excellence.

For further information on how we can help your agency improve its ratings on the scorecard, visit our Web site at www.grad.usda.gov/GetToGreen. Please feel free to call me at (202) 314-3431 if I can be of assistance in any way.

**Dick Morton
Director
National Capital Training Center**



The International Institute and the Government Audit Training Institute (GATI), in collaboration with the Executive Director’s office, have developed the Global Governmental Integrity Initiative (GGII) in response to the growing demand worldwide for good governance, transparency in governmental operations, accountability of public officials and the need for a sound investment climate. GGII’s mission is to improve government performance through education, training and organizational development services.

“Governments looking to become partners in the global marketplace, particularly developing nations, must demonstrate an institutional capacity to guard against corruption and safeguard the assets of those who invest in their nations,” said Jacquie Williams-Bridgers, formerly inspector general for the Department of State and currently working with the Graduate

School to launch GGII. For example, governments and lending institutions

such as the Asian Development Bank and the World Bank carefully scrutinize systems and practices that could engender corruption in recipient nations. Furthermore, donors of loans and grants often place conditions that require recipient nations to eliminate corruption. “As a result,” said Williams-Bridgers, “governments are seeking assistance in building management and public administration capacities that will help them safeguard their nations’ assets and the investments of foreign investors.”

For 40 years the Graduate School has provided international development assistance to more than 100 countries. According to Williams-Bridgers, “No other entity in the world has capacity comparable to the Graduate School’s ability to custom-deliver continuing education and technical assistance focused on increasing individual and organizational efficiency and productivity.”

Williams-Bridgers, who has extensive international background in governmental integrity and anti-corruption programs, claims that “what sets the Graduate School apart is its worldwide network of practitioners and academics with extensive experience in the public and private sectors. The Graduate School understands intergovernmental relationships. Senior officials in governments around the world want technical assistance from those who have had the real-time, real-life experience that Graduate School faculty offer.” Williams-Bridgers noted that developing countries cannot afford the time to train a civil service corps. **For more information on GGII, contact Earl Mathers at (202) 314-3510.**

PITI Teams with Guam's Department of Administration to Improve Financial Management

In May 2000, the Pacific Islands Training Initiative (PITI), a project funded by the U.S. Department of Interior’s Office of Insular Affairs (OIA) and managed by the Graduate School’s International Institute, teamed with the government of Guam’s Department of Administration (DOA) to develop a Financial Management Improvement Plan (FMIP). The FMIP is a strategic plan to improve by March 2003 the performance of Guam’s central financial management operations. In March 2002, a team returned to Guam to review and revise this original plan—particularly important given the significant downward change in the island’s economic situation since the events of September 11.

The DOA-Graduate School team reviewed and verified several goals: implement an integrated financial management system, institute e-Commerce and e-Banking with Guam’s business partners and integrate all government financial information, making it accessible on-line.

In addition, the new acting director of DOA, Clifford Guzman, proposed two new goals: use performance measures to manage and improve the operations of DOA and transform DOA management into a high-performance team. The PITI team will continue to partner with DOA to meet these goals. **For more information on PITI programs, contact Jack Maykoski at (202) 314-3509.**

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Hawaii Positioning as Training Center for China



In Shanghai, China, (from L. to R.) are: Honolulu Community College International Office Director Dr. Beng Pob Yoshikawa, Hawaii First Lady Vicky Cayetano, Governor Benjamin Cayetano, Pacific Training Center Program Manager Joanne Gisselquist, East-West Center Academic Programs Dean Dr. Terance Bigalke, and University of Hawaii Dean Emeritus Dr. Chuck Gee.

The State of Hawaii Trade Mission to China is working to establish Hawaii as a premier education and training center for China and to promote Hawaii’s technology and tourism industries. Joanne Gisselquist, program manager for the Pacific Training Center and a member of the education sector of the State of Hawaii Trade Mission to China, traveled to China in December 2001 to represent the Graduate School as a training provider.

Led by Governor Benjamin Cayetano, 65 mission participants—19 were with the education sector—conducted seminars and held educational fairs in Beijing, Shanghai, Guangzhou and Hong Kong to expand networks and present information about training services available in Hawaii. Mission delegates had opportunities to describe their continuing professional education programs with city, provincial and ministry of education officials and learn about higher education at national universities, including Beijing University and Tsinghua University. Mission participants also attended consulate or embassy briefings in each city for insight on conducting business in China.

There was considerable interest in the Graduate School’s status as a government-affiliated training provider. In Beijing, Gisselquist and Jade Zhou of the A and C Intercultural Exchange Center described the Graduate School’s unique mission and services to the deputy director of the State Administration of Foreign Experts Affairs Administration, the People’s Republic of China—a first step toward building a strong Graduate School relationship with China. A similar mission to Taiwan in December presented informational sessions and met with more than two dozen universities and education-related groups in Kaohsiung and Taipei. **For more information, contact Joanne Gisselquist at (808) 523-1650.**

VITI Assessment Shows Training Programs Are a "Lifeline"

Funded by the Department of Interior’s Office of Insular Affairs (OIA) and managed by the Graduate School’s International Institute, the Virgin Islands Training Initiative (VITI) focuses on developing the human resources capability for the government agencies that are concerned with the financial management of the U.S. Virgin Islands (USVI).

The Institute conducts an annual mid-year assessment to measure VITI progress in achieving program objectives and responding to critical needs. In March 2002, Graduate School evaluation specialists Jane Burke and Carole Lyles Shaw interviewed officials of the USVI government, OIA, the Graduate School and project consultants.

Burke and Shaw observed that the USVI government wrestles with similar issues and challenges faced by state and local governments—retirement, downsizing and political change—that make organizational development initiatives more urgent. One senior USVI official exclaimed, “VITI training has been a lifeline.”

VITI has worked closely with the Division of Personnel to develop its training capacity. For example, 16 government employees, who participated in a “train-the-computer-trainer” program, provide training in computer applications and training techniques throughout the government. Besides upgrading the skills of government personnel, Kenneth Herman, associate director of USVI Division of Personnel, notes that in-house training annually saves the government at least \$100,000, a sum that formerly went to outside vendors. Furthermore, within the Division of Personnel, VITI has developed a cadre of training specialists who now teach management and supervision training for all government agencies.

VITI’s work with the Department of Finance, the Office of Management and Budget, the Internal Revenue Bureau and the office of the inspector general directly addresses the government’s financial management challenges. USVI Commissioner of Finance Bernice Turnbull remarked, “VITI is a great catalyst that opens communication and brings government officials together to address critical issues.” **For more information on VITI programs, contact Ellard-James Hurley at (202) 314-3512.**



A Team-Teaching Approach for Intensive Farsi

In January, Evening Programs offered two sessions of a customized course, Intensive Farsi for Professionals (FARS2290E). The five-week sessions ran concurrently, with 16 students in each class, and provided an intensive immersion in a language that is spoken primarily in Iran and Afghanistan and not often taught in the United States. Using a team-teaching approach, the two instructors each taught one class for half a day and then switched classes for the remaining half. The students benefited from both instructors’ insights and different pronunciations.

According to Maria Wilmeth, program manager for the foreign language and English as a second language curricula, the Farsi courses were so successful that Evening Programs is delivering intensive Arabic courses this spring for the same client on-site. While Farsi instruction has regularly been offered during the evening, Intensive Farsi for Professionals is among the approximately 100 customized courses that Evening Programs teaches during the day. **For more information on the language programs offered by Evening Programs, call (202) 314-3650.**

Our Faculty: Up Close

Faculty Profiles

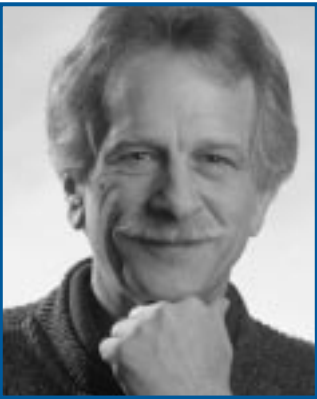
Hiyam Afram



After moving from Saudi Arabia to Washington, D.C. 10 years ago, Hiyam Afram began designing and teaching courses for the Graduate School. Arab Business Culture and Spoken Arabic were her first courses. She has since introduced Arabic for Travelers to Arab-Speaking Countries. Afram is enthusiastic about the atmosphere in Graduate School classes. “I meet wonderful people when I teach,” she says. “They are well-educated; they all work in different fields. These students—I see them as my friends, my sisters, my daughters, my family. I give each one individual attention.” Afram challenges her students by requiring

even the ones who are shy to participate orally. To enrich her courses, Afram draws on her knowledge of Arab history and culture and her experience living in countries such as Iraq and Pakistan. She also creates special events. The last class of each course, for instance, is held in a Middle Eastern restaurant where students can practice their Arabic. In her spare time, Afram, who lives in Herndon, Virginia, says, “I love listening to the news on the television and the radio. I have an Arabic news channel, and I love National Public Radio. I also love the cinema, museums, theater and music.”

Joel Lerner



Lernscaping™ is a phrase Joel Lerner likes to bounce around the classroom when describing his approach to landscape design. “It’s a unique system of design that matches your personality to your property,” says Lerner, a specialist in landscape design for more than 30 years, a *Washington Post* columnist, author of six books and former radio talk show host. For the past five years, Lerner has served as chairman of Evening Programs Horticulture and Design Advisory Committee. Ten years ago when building his environmental design business, Lerner stumbled upon the Graduate School. “This School is one of the best

kept secrets in Washington,” says Lerner, “I was so impressed with the prestigious people and programs.” Lerner was invited to teach in the horticulture program, where he has earned a reputation as a personable, practical and enthusiastic instructor. Lerner’s students, many of whom are considering a career change, inspire him. “The best part of teaching is the students. We stay in touch after the classes are over. Many e-mail me with questions. Whatever their reason for taking my classes, I just want them to know that they can *do it* — they can generate a landscape design.” In his free time, Lerner says he jogs and finds design ideas as he looks at other properties. He also collects plants to play around with on his own property in Maryland.

International Institute Delivers New Financial Management Programs for USAID

The International Institute has a distinguished history of working hand-in-hand with key government agencies to deliver global training initiatives. Recently, the Institute developed two new programs for the Agency for International Development (AID). In April, Financial Management for NGOs (non-governmental organizations) will be delivered in Dar es Salaam, Tanzania; additional sessions are planned for other AID missions. A second course, Introduction to USAID Financial Management, will be delivered in El Salvador and Egypt in late September.

In the 81 countries where it operates, AID’s mandate to strengthen democracy often focuses on strengthening civil society. International Institute Director Earl Mathers says “that often means enhancing the viability of NGOs that play instrumental roles in meeting public service demands.” However, according to Mathers, many NGOs lack the institutional capacity to effectively manage AID funds in a manner that complies with our government regulations. Mathers discussed this and other NGO weaknesses with staff of several AID field missions in Africa. With material gathered from these meetings, Mathers created the idea for the course, Financial Management for NGOs.

The second course, Introduction to USAID Financial Management, was conceived in July 2001. The course has been pilot-tested twice and will be offered again in Washington, D.C., before delivery to AID field missions in September.

Mathers anticipates strong demand for these courses: “A number of AID field missions have already contacted the International Institute as well as AID in Washington to schedule Introduction to USAID Financial Management.” He also notes that the anticipated success in Tanzania of Financial Management for NGOs is likely to spark demand for that course elsewhere. **For more information on these programs, contact Ann-Lloyd Hufstader at (202) 314-3503.**

News in Brief

This spring the International Institute’s Fulbright Teacher Exchange staff conducted special Department of State programs for teachers and school administrators from Latin America....**In March, 13 Brazilian math and science teachers visited Washington, D.C. area schools that offer enrichment programs in these subjects.** Program participants, who are specialists in these subjects, worked with local students on both classroom and field assignments....**A civic education program for teachers and a special program for Argentine school administrators also took place.** During their Washington, D.C. orientation, the school administrators described how Argentina’s economic crisis is affecting their students and school system....**In February, the Fulbright Teacher Exchange Program with Uruguay was inaugurated. Nineteen directors of intensive English or English-immersion schools from every region of Uruguay participated, accompanied by a representative of the U.S. Embassy in Uruguay.** In Washington, D.C. Fulbright staff conducted an orientation, which included a meeting at Voice of America. Participants were then assigned to observe Spanish-immersion schools in several states. **...Director of Continuing Education Dr. Donald Shandler was elected to the Leadership and Management Commission of the University Continuing Education Association (UCEA).** During his three-year term he will create a presence for the Graduate School before the university community and will expand his work to establish articulation agreements with colleges and universities. To date, eight articulation agreements are in place. For more information on these agreements, contact Dr. Donald Shandler at (202) 314-3665. The UCEA’s Web site is www.ucea.edu.

Message from the Executive Director



“Think globally, act locally” and similar expressions bounce around so much because we have grown familiar with the idea of “one world”—interdependence economically, environmentally, politically and culturally. The increasing globalization of industry, especially in communications, finance and technology, has laid the groundwork for continued global interconnectedness. So has the strong presence of international education and training.

Now more than ever, we need to reach out and assist others in the global community. The Graduate School, USDA is helping, for example, through the programs managed by the Graduate School’s International Institute, including educational and cultural exchanges as well as customized assistance to foreign governments and nonprofit organizations. The International Institute has delivered such programs since 1961, and today has a presence in more than 100 countries. The Fulbright Teacher Exchange, for instance, brings educators to the United States to observe firsthand our educational programs and cultural life. Most recently, several groups of Latin American educators were hosted nationwide. This exchange program and others, such as the Russian Leadership Program, not only generate goodwill but also provide a foundation for education and training.

The International Institute has acquired a premier reputation for delivering customized on-site programs to foreign governments, non-governmental organizations (NGOs) and other institutions overseas. The hands-on expertise and credentials of our staff and faculty are unparalleled in international education and training. The Institute also develops new programs such as the financial management courses that will be delivered at Agency for International Development (AID) missions in undeveloped countries. Responding to the need for sound governance and business environments in these fledgling democracies, the Institute has teamed with our Government Audit Training Institute (GATTI) to launch a global government integrity initiative (GGII).

These examples reveal the Institute’s breadth and depth of services and offerings. As the Institute receives additional requests for educational and cultural exchanges, there are opportunities to meet other training needs at the international level via distance and online learning. And in our expanding day and evening curricula, participants can prepare for international careers by acquiring foreign language skills and intercultural business acumen.

The International Institute is known globally for delivering excellent programs—a tradition we intend to continue.

Dr. Jerry Ice

Legislative Exchange for Russian Leaders

Awarded a grant from the Library of Congress to implement the 2002 Open World Russian Leadership Program, the International Institute received the first group of its 400 grantees in mid-March. The Open World Russian Leadership Program brings young elected and appointed officials and civic leaders from all corners of the Russian Federation to observe how the U.S. political system functions at every level. In all, 2,500 recipients will visit the United States under the auspices of the Open World Program, which the Library of Congress originated in 1999.

After an orientation conducted in Russian at the Library of Congress and a tour of Washington sites, each group will travel to another city for an intensive week-long program in the participants’ fields of interest. This may include “job-shadowing” activities and meetings with state and local officials. A home-stay with a family may be scheduled.

This year the International Institute, collaborating with international visitor councils in other cities, will develop and conduct programs for the visiting leaders in Library of Congress-designated subject fields—federalism, rule of law, economic development, women in leadership, youth issues, education reform, public health and environment.

For more information contact Jennifer Nupp, exchange program administrator, at (202) 314-3521 or Erik Ronhovde, program officer, at (202) 314-3508.

Take note. . .



Annual Issues Seminar

National Capital Training Center (NCTC) will hold its 15th Annual Issues Seminar for Secretaries and Administrative Personnel at the Wyndham Hotel on May 13-14, 2002. The seminar will feature Cathy Hughes, founder and chairperson of Radio One, Inc.,—the largest African American-owned and operated broadcast

company in the nation—as its featured speaker. This year's workshops will focus on managing the stress of crisis, the power of diversity in work relationships and technology in the workplace.

For more information call (202) 314-3400 or visit our Web site at www.grad.usda.gov.

Introduction to Supervision Revised for Management Scorecard Initiative

The Graduate School has revised its flagship course, Introduction to Supervision (SUPV7001D), to meet the Executive Branch Management Scorecard goals outlined in President Bush's Management Reform Agenda. Beginning June 1, senior faculty will deliver the five-day course, a cornerstone in the Executive Management and Supervisory (EMS) curriculum.

Dennise Orlando is the Graduate School instructional design manager who headed the Introduction to Supervision revision. "We took a thorough, detailed approach to completely revise, not just 'update,' this material because our clients and our participants deserve it. Through efforts like this we intend to maintain our posture as 'the government's trainer.'"

In revising the course the Graduate School, together with a national training design firm, conducted a needs assessment of federal supervisors and managers and collected extensive data from stakeholders, including agency training directors, course participants and faculty. This data confirmed other studies such as the 2001 Office of Personnel Management (OPM) assessment of how federal agencies identify, select, develop and evaluate first-line supervisors. That research concluded that leadership development must become a high priority. The revised Introduction to Supervision course addresses this priority. "We have material we can proudly say represents the best and most current thinking in these important 'soft skills' areas," said Bascom Talley, an Introduction to Supervision instructor involved in the development and piloting of this course.

The revised course is based on the premise that federal managers need more than technical knowledge to lead in today's complex and changing environment. It addresses four dimensions: Setting the Context; Creating a Climate for Productivity; Getting Results through Others and Managing and Leading in Rough Waters. Each course dimension contains fast-paced, practical modules. Most modules include an assessment activity for participants to measure their current levels of knowledge, skills and abilities and then set goals for improvement.

Introduction to Supervision is offered nationwide through our regional training centers in an open enrollment format. The next available sessions are June 10-14, Boston; June 10-14, Washington, D.C.; and June 24-28, San Francisco. Tuition is \$795 in Washington, \$745 elsewhere. On-site and customized sessions can be arranged. For additional information visit our Web site at www.grad.usda.gov or call your regional training center at (888) 744-GRAD.

Graduate School Hosts Networking Room at the ASTD National Conference

The Graduate School will host a Government Networking Room at the annual American Society for Training and Development (ASTD) International Conference and Exposition in New Orleans, June 2-6, 2002. The Government Networking Room is the gathering place where representatives of federal, state, local and tribal governments can informally meet and exchange information and ideas. We look forward to meeting colleagues from prior years, and we welcome first-time visitors.

Also, many federal representatives will want to attend the "Conference within a Conference" to hear topics addressed from a federal perspective. For more information about conference activities, check the program or visit the ASTD Web site at www.astd.org.

Ice as Speaker

Graduate School Executive Director Jerry Ice will deliver the keynote address at the

"Conference within a Conference" program for the federal training community at the American Society for Training and Development (ASTD) International Conference and Exposition in New Orleans in June.

Correction: The price for the course, Pre-Retirement Planning (BENE7002D-C31), is \$495 at the National Capital Training Center and \$455 at the regional training centers.

Residential Professional Development Seminar

The Graduate School's Western Training Center will present the 10th annual Residential Professional Development Seminar in San Diego on June 25-27, 2002. The program consists of four seminars designed to enhance on-the-job success and enjoyment. Dynamic speakers will address topics such as positive change management, e-mail dos and don'ts, financial planning and effective business decision making. Tuition is \$675; for more information, visit our Web site at www.grad.usda.gov/Inspired.